

# Lessons Learned - PROC3020

---

## Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities. Interim Lessons Learned will be brief and to-the-point; final reports will contain more detail. Project delivery process reviews must be conducted at the end of a project, **and** at the completion of any phase, **Activity/Project Closeout PROC4000 –[PROC4000]**. Lessons learned include success stories, good work practices, and deficiencies that have been identified. The maintenance of lessons learned (validating, evaluating, archiving, etc) in the appropriate system is not addressed as part of this process.

## Policy

**ER 5-1-11, U. S. Army Corps of Engineers Business Process**  
[\[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf\]](http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf)

**ER 1110-1-8159, DRChecks** [\[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf\]](http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf)

## Responsibility

The Project Manager (PM) is responsible for ensuring that all appropriate information on Lessons Learned **is** documented.

The Project Delivery Team (PDT) is responsible for

- Comparing planned execution to actual outcomes
- Determining the reason for change that exceeds thresholds
- Ensuring that all project **participants are encouraged** to provide technical recommendations and process improvement feedback relevant to their roles

## Distribution

Project Delivery Team (PDT)\*

Project Manager (PM)\*

## Ownership

The BP/P2 Configuration Manager is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

## System References

*Acronyms and Glossary – REF8000[REF8000]*

*Change Management – PROC3010[PROC3010]*

*[Change Management Plan – REF8009\[REF8009\]](#)*

## Activity Preface

This process is linked to the *Change Management – PROC3010 [PROC3010]* process. If the change is within the thresholds, the Lessons Learned process is **evaluated** within the Change Management process. . If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process. **If at no other time prior to completion then this process is always performed at the end of a project.**

### Project Delivery Team (PDT)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.

**The Project Delivery Process Review Report (PDPRR) should be used as a template to facilitate the discussion of this and following steps, as well as to document the results in step 4.**

2. Determine what was right or wrong with **project execution**.
3. **Develop recommendations to improve performance on future projects.**

**If end of project, goto task #4. Otherwise, goto task #6.**

4. Document the results in the form of a PDPRR.

The PDPRR should be completed no later than sixty (60) days after the project is deemed **physically** complete.

### Project Manager (PM)

5. Archive the Project Delivery Process Review Report information.

Archival requirements are under development.

6. Document Lessons Learned in the required format.

Detailed requirements for the Corporate Lessons Learned system(s) (Dr. Checks, etc) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunseting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

**End of activity.**

## Lessons Learned - PROC3020

